

Lamar Community College PERFORMANCE PAY PROGRAM

OVERVIEW AND PURPOSE:

The purpose of this plan is to implement the Colorado Performance Pay Program at Lamar Community College in accordance with CRS 24-50-104(1)(c)(III). In addition, the plan will promote employee excellence at Lamar Community College. This plan was developed using guidance from General Support Services and Community Colleges of Colorado and input from a working group of classified employees. This plan will require employees and supervisors to work collaboratively on performance planning and evaluation.

PERFORMANCE PLANNING:

EVALUATION PERIOD:

All employees will be evaluated using the period from April 1 to March 31. All progress review sessions must be completed and submitted to Human Resources by October 15 of each year. All year-end evaluations and planning for the next year must be completed and submitted to Human Resources by April 15 of each year. Evaluations will be placed in individual personnel files for record-keeping purposes.

EVALUATION TOOL:

All employees will be evaluated using the CCCOES Performance Planning and Evaluation Form. The evaluation process will contain the Statewide Uniform Core Competencies as defined by the State Personnel Director. The Statewide Uniform Core Competencies cannot be disregarded and must be considered in each employee's final rating. Performance will be rated using four levels as defined in the plan. (See attached evaluation form). It is the responsibility of both supervisor and employee to complete all 3 mandatory phases of the evaluation process including planning, progress review, and the year end evaluation. This includes determining major job duties, goals, and expectations which align with both department and LCC goals. The progress review phase should be used to provide documentation of required coaching and feedback between the employee and the supervisor. This will allow the employee and supervisor to communicate regarding performance expectations and goal completion. Coaching and feedback should be continuous throughout the evaluation period. Multi-source assessment processes for evaluation of staff may be used during the process when appropriate. Teamwork may be used as a measure in an employee's individual performance plan.

Employees will be evaluated annually and rated based on performance. All evaluations will be reviewed by a second level supervisor and Human Resources to monitor the quality and consistency of performance ratings within the department. The review is done prior to final overall ratings being provided to employees. No quotas or forced distribution processes will be established.

An overall rating of Level 1 or Needs Improvement will result in a performance improvement plan or a corrective action.

An overall rating of Level 4 or Meritorious is unique and will be difficult to achieve as it represents consistently exceptional performance or achievement beyond the employee's regular job duties and assignments. Supervisors will be asked to document and justify any rating of Meritorious.

The supervisor is responsible for planning and evaluating an employee's job performance. If the supervisor fails to plan and/or evaluate an employee's job performance, a reviewer is responsible for completing the plan or evaluation. If the reviewer fails to plan or evaluate in a timely manner, the reviewer's supervisor is responsible for completing the plan/evaluation. This process continues up the chain of command to the President of the College until the plan/evaluation is completed as required by law. If an evaluation is not completed in a timely manner, the rating shall default to "Fully Competent"(Level 2) until a final evaluation is completed. All supervisors will have a provision in their evaluation process that includes the effectiveness of their evaluation of their subordinates. Sanctions will be imposed for a supervisor's failure

to plan or evaluate their staff including but not limited to 5-day suspension or ineligibility for performance awards.

EVALUATION REVIEW PROCESS:

All employee evaluations will be monitored in order to ensure the quality and consistency of the performance ratings of each employee. The following process will be followed:

- All evaluations will be reviewed by the Second Level Supervisor
- All evaluations will be reviewed by the Director of Human Resources
- All evaluations will be reviewed by the College President

PLANNING FOR NEW EMPLOYEES:

All supervisors of new employees are responsible for completing the planning phase of the evaluation process within 30 days of hire. All other steps in the evaluation process are the same as for a current employee.

BUDGET ALLOCATION AND AWARD DISTRIBUTION:

ALLOCATION:

The appointing authority will make pay decisions based on evaluations completed by supervisors and reviewers. Annual performance awards will be a percentage of salary based upon a statewide common effective date of July 1. Awards are subject to funding and no award is guaranteed. The President is responsible for determining equitable allocation and overseeing the quality of the performance pay program. The following allocation grid defines award parameters:

RATING	Below Range Maximum	At Range Maximum
	Performance Increase	Performance Increase
Level 1	0	0
Level 2	More than 0; Up to X %@	0
Level 3	Greater than X %; Up to Y %@	0
Level 4	Greater than Y % Up to Z %	Up to Z%*

@ Value of X and Y will be determined by the President according to budget allocations each year

* Value of Z to be set by State Personnel Director

PERFORMANCE AWARDS ELIGIBILITY:

- Level 1 performers are not eligible for performance awards.
- For those below the pay range maximum, Level 2 through Level 4 performers are eligible for base building, non-base building, or a combination. The first year performance award will be non-base building. If the employee's performance continues at the same or increased level for the second or future years, 50% of the performance award will be base building up to the pay range maximum and 50% will be non-base building. Source of funds, method of funding, or length of service will not be a determining factor.
- No base building award can be granted that results in a base salary that exceeds the pay range maximum.
- For Level 2 or 3 performers, a combination of awards cannot be granted that result in a dollar amount greater than the pay range maximum.
- Only Level 4 performers may, at the sole discretion of the appointing authority, be granted a non-base building award that results in a dollar amount above the pay range maximum.
- For those at the pay range maximum, only Level 4 performers are eligible for a performance award. These awards are non-base building at the sole discretion of the appointing authority.
- Level 2 and 3 performers at the maximum are not eligible for any performance award.

- The minimum award for those at the maximum pay range is set at zero as awards are at the sole discretion of the appointing authority.
- Regardless of the performance level, an employee cannot be granted an award or combination of awards greater than the performance award maximum.
- The use of non-salary incentives and monetary incentives currently available will be encouraged to supplement salary-based performance awards.

FIRST YEAR TRANSITION:

NOTE: IN SUBSEQUENT YEARS, THIS CALCULATION WILL NOT BE NECESSARY AS THE FUNDING FOR PERFORMANCE AWARDS WILL NOT BE LIMITED BY THE NEED TO ANNUALIZE ANNIVERSARY INCREASES

All employees need to be moved to common evaluation and pay dates as required by the report submitted by the Executive Oversight Committee. Currently LCC employees have a common evaluation cycle but not a common pay date for salary increases. A portion of the anniversary funding will be used to move all employees to the common pay date which leaves less for performance awards the first year.

For the first year transition to a common date, LCC will use an individual, employee-based annualization process. Awards for each level of performance will be specified as a percentage of salary. The percentage will be calculated by determining the award percentage as in any other year. Then each individual's actual dollar award will be calculated based on his/her anniversary date. That dollar will then be divided over the entire 12 months instead of only the months after the anniversary date. The formula is as follows:

1. Employee's monthly base salary times the award percentage times the number of months after the anniversary date = dollar amount of the first year performance award.
2. Dollar amount of the first year performance award divided by 12 = monthly performance award.
3. Monthly performance award divided by the employee's monthly base = first year performance award percentage.

TIMING OF AWARD PAYMENTS:

- Base building awards will be spread evenly over the award period
- Non-base building awards will be paid in one lump sum on July payroll
- Non-base building awards must be re-earned annually

NOTIFICATION OF AWARDS:

- Written notice of awards will be provided to the employee by July 1 of each year.

REPORTING REQUIREMENTS:

- Lamar Community College will comply with the reporting requirements as specified by the State Personnel Director.

DISPUTE RESOLUTION PROCESS:

- The Community Colleges of Colorado will utilize one common dispute resolution process. (See Dispute Resolution Plan attachment).

TRAINING AND COMMUNICATION:

All employees and supervisors have been trained on the Colorado Performance Pay System by a professional trainer in 1999. Training efforts have been coordinated with General Support Services Training Division and other Community Colleges in our System. Lamar Community College will continue to provide mandatory training to both employees and supervisors to keep current with the plan. Employees will be informed of the plan from meetings, training, and email communication.

PLAN EVALUATION:

This plan will be evaluated and may be modified as deemed necessary. Modifications may be made due to changes in state guidelines and System guidelines. Recommendations from employees and/or supervisors using the plan will be reviewed by a working group of classified employees.

NOTE: THE SECTION BELOW IS NOT REQUIRED AS PART OF THE PERFORMANCE PAY PROGRAM BUT IS INCLUDED AS GUIDELINES FOR HIRING AND SALARY ISSUES

PERSONNEL ACTIONS/DETERMINATION OF SALARY:

NEW HIRE:

- New hires will be hired at the minimum pay range.
- Any pay rate above the minimum must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President.
- Pay rate may not exceed maximum of pay range.

REINSTATEMENT:

- Same as new hire.

LATERAL MOVEMENTS/TRANSFERS:

- Are defined as a move to a job that has the same pay rate.
- May not hire below minimum pay range.
- Any pay rate above current pay must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President.

PROMOTIONS:

- Are defined as a move to a job for which the new pay range has a higher maximum than the current pay range.
- May not hire below new minimum pay range.
- New pay rate may not exceed maximum of new pay range.
- Any pay rate above the minimum must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President. New pay rate may be up to 10% increase from current pay rate.

DEMOTIONS:

- Are defined as a move to a position in which the new pay rate is lower than the current pay rate.
- New pay rate may not exceed current pay rate
- New pay rate may not exceed maximum of new pay range.
- Saved pay applies in accordance with State Personnel Rules.

DISCIPLINARY DEMOTIONS:

- Employee will receive a 10% pay cut.

RE-EMPLOYMENT:

- Applies to laid off employees on a reemployment list.
- Employee hired at the same pay rate that was in effect at the time of layoff, including saved pay in accordance with State Personnel Rules.

PAY DIFFERENTIALS:

- Include: signing bonus, referral bonus, compression adjustment, matching pay, or acting bonus
- Signing bonus, referral bonus, and acting bonus must be a non-base building award
- Compression adjustment and matching pay may be either a base building or a non-base building award.

- Must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President.